

**Finding F 10.8:** *The Monterey County Health Department considers educating the public an essential part of controlling latent TB so that it ceases to be a “time bomb waiting to go off.”*

**Response F 10.8:** The respondent agrees with the finding.

**REPORT TITLE:** West Nile Virus, Avian Influenza A H5N1, and Tuberculosis  
**RESPONSE BY:** Monterey County Board of Supervisors  
**RESPONSE TO:** Recommendations R 10.1 – R 10.4

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**Recommendation R 10.1:** *The Board of Supervisors should continue funding the County Health Department and North Salinas Valley Mosquito Abatement District West Nile Virus and mosquito abatement programs.*

**Response R 10.1:** The recommendation will not be implemented because it is not warranted. The North Salinas Valley Mosquito Abatement District (NSVMAD) is an independent agency with its own taxation authority. The respondent agrees that the County should continue to provide County funding to support Health Department efforts associated with mosquito abatement efforts, and its effective partnership with NSVMAD in that regard.

**Recommendation R 10.2:** *The Board of Supervisors should continue funding the Monterey County Health Department's efforts to educate the public about WNV and Bird Flu prevention programs.*

**Response R 10.2:** The recommendation has been implemented. Ongoing organizational and budgetary support for the Health Department's educational outreach and prevention efforts will be incorporated into the Departments FY 2007-08 budget request. Additional activities funded through grant funds provided by the State Department of Health Services and the Centers for Disease Control and Prevention (CDC) will also be continued.

**Recommendation R 10.3:** *The Board of Supervisors should continue funding the Consumer Health Protection Services' monitoring of sentinel chicken flocks throughout the County for both WNV and Bird Flu.*

**Response R 10.3:** The recommendation has been implemented. Through the effective partnership between the County and the NSVMAD it is anticipated that the monitoring of sentinel chicken flocks will continue.

**Recommendation R 10.4:** *The Board of Supervisors should provide funding so that the Monterey County Health Department may continue to aggressively monitor for TB outbreaks.*

**Response R 10.4:** The recommendation has been implemented. The Health Department's budget includes funding sufficient to permit aggressive monitoring of TB outbreaks. Additionally, the Department's Public Health Laboratory incorporated DNA testing to shorten the time required to diagnose TB from 6-8 weeks to three (3) hours; evaluated the use of Quantiferon blood testing as a replacement to the standard TB skin test in order to increase accuracy and reduce the time required to document a TB infection; and developed drug sensitivity testing capability to permit prompt identification of appropriate drugs or treatment for active TB disease. The Department's FY 2007-08 budget request will contain sufficient resources to continue these essential public health protection activities.



**REPORT TITLE:** Family and Children's Services  
**RESPONSE BY:** Monterey County Board of Supervisors  
**RESPONSE TO:** Findings F 11.1 – F 11.20

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**Finding F 11.1:** *The Grand Jury performed its own investigation of the Differential Response (DR) pilot program and agrees with the following conclusions arrived at by the ACTION Council in its evaluation:*

- a) *A tremendous level of need was observed in the families served; some communities lacked adequate resources to address those needs.*
- b) *Most of the staff reported the experience as positive, especially in being able to provide services to families in a prevention and early intervention model.*
- c) *Comprehensive and ongoing joint-training activities are needed, with both DSES and community agencies participating. This is crucial in developing a positive and trusting relationship between DSES and community partners.*
- d) *The pilot program demonstrated that there is widespread support for the concept of DR within DSES and in the community.*

**Response F 11.1:** The respondent agrees with the finding. The Monterey County Department of Social and Employment Services (DSES) is continuing its ongoing effort to implement Differential Response.

**Finding F 11.2:** *A standardized approach to family assessment is necessary to achieve fairness and equity in judgments.*

**Response F 11.2:** The respondent agrees with the finding. Currently every child and parent that enters into the Child Welfare system receives a comprehensive family assessment. The Monterey County Behavioral Health, Children's Division provides this assessment. They utilize a culturally competent assessment to determine the strengths and challenges of each child and parent in the family. These assessments are then utilized to help determine the components of a case plan to provide services to the family. The Deputy Director for Family and Children's Services provided testimony to the Assembly Select Committee and the Child Welfare Blue Ribbon Committee recommending that Child Welfare should look at the whole child and that a mandatory developmental assessment should be completed to give a better overall perspective of the child's condition and needs.

**Finding F 11.3:** *Additional bilingual and bicultural workers are needed.*

**Response F 11.3:** The respondent agrees with the finding. Bilingual and bicultural recruitment is a priority for the DSES.

**Finding F 11.4:** *A broad foster-home base is necessary to reduce multiple placements and to keep children in their home community.*

**Response F 11.4:** The respondent agrees with the finding. DSES efforts to build a broad foster-home base include ongoing investments in foster parent recruitment and the

partnership with the Annie E. Casey Foundation's Family-to-Family initiative. These efforts, along with the opening of the CHERISH receiving center, contribute to growing placement stability for Monterey County children placed into foster care. Statistics for FY 2005-06, the most current period available, show that 88.3% of children in foster care experience two or fewer placements during their first year in out-of-home care. This compares to 84.6% statewide. Nonetheless, there is still a great need for caregivers in the communities where removals due to abuse and neglect are high and for older children.

**Finding F 11.5:** *Specialized foster care is needed for some under-aged parents together with their children.*

**Response F 11.5:** The respondent agrees with the finding. On June 20, 2006, the California Department of Social Services issued instructions for creating Whole Family Foster Homes for teen parents and their infant as established by SB 500. Whole Family Foster Homes are designed to keep minor parents with their infants and to provide an environment for developing the minor parent's skills for providing a safe, stable and permanent home for their infant.

**Finding F 11.6:** *Both temporary and permanent foster homes are needed, especially for teenagers, sibling groups, and children with serious emotional issues.*

**Response F 11.6:** The respondent agrees with the finding.

**Finding F 11.7:** *Greater job resources are needed to enable parents with limited education and skills to earn a living.*

**Response F 11.7:** The respondent agrees with the finding.

**Finding F 11.8:** *There is a need for additional substance abuse treatment services, readily available without waiting lists.*

**Response F 11.8:** The respondent agrees with the finding. There is a need for additional capacity and access for those who do not have the resources necessary to secure these therapeutic services.

**Finding F 11.9:** *The increasing use of methamphetamine hinders FCS reunification efforts.*

**Response F 11.9:** The respondent agrees with the finding.

**Finding F 11.10:** *Support of families and prevention of child neglect and abuse is not only good practice but also cost effective.*

**Response F 11.10:** The respondent agrees with the finding. Implementation of the Differential Response pilot project is an effort to expand prevention and early intervention service.



**Finding F 11.11:** *FCS and community partners act together to preserve and strengthen families.*

**Response F 11.11:** The respondent agrees with the finding.

**Finding F 11.12:** *FCS program management is critical to setting the tone for the organizational climate and creating a healthy working environment.*

**Response F 11.12:** The respondent agrees with the finding. A healthy environment is a culmination of all employees contributing to an atmosphere and work environment that is conducive to accomplishing its goals and mandates. The program managers are an important part of the team.

**Finding F 11.13:** *Challenges by employees to FCS managerial decisions are not well received. Employees fear reprisal and retaliation.*

**Response F 11.13:** The respondent disagrees with the finding. Managers welcome input and different perspectives. Many departmental initiatives are the result of employee innovation. However, not all employee input can be implemented due to resource availability, the requirements of legislative mandates, or inconsistency with organizational priorities and/or direction. When input cannot be implemented it is the expectation that reasonable management direction be respected. The department takes complaints seriously and maintains three formal avenues through which complaints may be filed: the DSES HR division; the County Administrative Office; and the Equal Opportunity Office. Precautions are in place to prevent retaliation during and after the complaint process.

However, it should be noted that when reasonable management direction is inappropriately challenged, managers work to promote positive employee relations. If positive relations cannot be achieved, FCS managers consult with DSES Human Resources and County Counsel to appropriately address employee relations. When employee discipline is pursued, employees are given the opportunity for union representation and a Skelly hearing. If the recommended discipline is upheld, appeals to the County Administrative Office, the State Personnel Board or both are available.

**Finding F 11.14:** *Problems brought to the attention of FCS management often result in the social worker being blamed for the problem.*

**Response F 11.14:** The respondent disagrees with the finding. FCS management attempts to research identified problems and address their root cause. It is not a matter of blame; rather it is a matter of identifying the issue, its cause and developing actions through which the problem can be resolved.

**Finding F 11.15:** *Recent events related to foster care, for example, the death of a child in foster care, have increased the level of stress within FCS.*

**Response F 11.15:** The respondent agrees with the finding.



**Finding F 11.16:** *Interpersonal conflicts between employees tend to escalate because of a lack of appropriate intervention by supervisors and managers.*

**Response F 11.16:** The respondent disagrees with the finding. While there have been a limited number of events that have escalated, typically management does intervene and make attempts to take appropriate action. The management investigation process takes time in order to be fair and accurate; at times this has led to employee frustration. When actions are taken, they are confidential and the other party cannot be informed about the specifics of the intervention. Throughout this process, it is the responsibility of employees to behave professionally and appropriately. It is expected that all employees maintain professional relationships with one another in the workplace regardless of management interventions.

**Finding F 11.17:** *FCS generally suffers from a lack of on-going training and from inadequate communication.*

**Response F 11.17:** The respondent partially agrees with the finding. FCS has a very comprehensive training plan for new social workers and supervisors. This training includes new employee orientation, CORE Social Worker and CORE Supervisor training by the Bay Area Academy. This training covers the basic work that is expected of Social Workers and Supervisors. In addition, the DSES Human Resources Division has developed a New Supervisor Training that trains to the expectations of DSES specifically. Every Social Worker has an Individualized Training Plan (ITP), established in their evaluation. FCS Managers provide a "Social Worker" and "Supervisor" expectations sheet to all new staff.

The challenge for Monterey County and other smaller counties is that new employees are often required to immediately take responsibility for casework without pre-service induction training. In an effort to support new employees, the assignment of cases is staged and applied on an incremental basis. There is a training supervisor position assigned to FCS to provide other training as it becomes necessary.

Communication can always be improved in all areas. Due to administrative workload and implementation of new projects such as Differential Response, information does not always get disseminated in as timely a manner as is desired. In November of 2006, FCS held an all FCS staff meeting in an attempt to ensure that all FCS staff understood the initiatives that FCS is currently going through and the State required Systems Improvement Plan (SIP). It is the intent of FCS management to continue to hold all staff meetings twice a year.

**Finding F 11.18:** *Inability to fill positions on a contingency basis adds to employee workload and turmoil within FCS.*

**Response F 11.18:** The respondent disagrees with the finding. DSES currently has the ability to hire temporary staff to fill positions on a contingency basis. It should be noted, however, that the difficulty lies in recruiting and training social work professionals for

non-permanent positions. As a result, temporary social workers are infrequently available.

As an alternative strategy the department has been aggressively working with the County Welfare Director's Association, the California Department of Social Services and the State legislature to provide sufficient funding to implement the recommendations of the SB 2030 caseload study. With a larger workforce of social work professionals, the challenge presented by those on leave is not as great.

***Finding F 11.19:*** *There are no current job descriptions for the positions in FCS. The job specification, which lists conditions for hiring, serves as the job description.*

**Response F 11.19:** The respondent partially agrees with the finding. It is standard practice in Monterey County that the job specification serves as the job description. FCS maintains a policy manual that provides detailed guidance on specific elements of child welfare casework.

***Finding F 11.20:*** *Inconsistent actions result from decentralized human resource responsibility. This is especially apparent in performance evaluations, job transfers, and labor grievances.*

**Response F 11.20:** The respondent partially disagrees with the finding. The Department's Human Resources Division works hard to assure consistency within DSES. The DSES Human Resources Division acts as a full functioning, stand alone, personnel office, under the authority of Merit System Services. This makes DSES unique from all other County departments, with the exception of Child Support Services. In administering disciplinary measures, the Department works closely with County Counsel to assure consistency with County practice. With regard to grievances, over the past several years, DSES has not had any formal grievances filed within the Family and Children's Services Division. The Department strives to resolve issues before escalating to formal grievances.

It should also be noted that since Monterey County does not have an Approved Local Merit System, Federal law requires that much of the Department's personnel practice be overseen by Merit Systems Services under the State Personnel Board. Some practices, such as job transfers, are handled according to State rules, and may differ from other county departments.



**REPORT TITLE:** Family and Children's Services  
**RESPONSE BY:** Monterey County Board of Supervisors  
**RESPONSE TO:** Recommendations R 11.1 – R 11.10

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**Recommendation R 11.1:** *Family and Children's Services should concentrate more on "screening in" (helping) families rather than "screening out" referrals.*

**Response R 11.1:** The recommendation will not be implemented as presented, however the Department continues to aggressively pursue implementing a Differential Response program to provide early intervention services to families that do not meet the criteria of Section 300 of the Welfare and Institutions Code.

Monterey County complies with Section 300 of the Welfare and Institutions Code, which dictates the screening process for child abuse or neglect. This Code is established to protect not only the rights of children but of their parents and caregivers. Screeners utilize a standardized risk assessment to help make the decision whether to screen in or screen out referrals. Concentrating on screening in referrals beyond the Section 300 mandate would result in FCS unnecessary government intrusion into family life and create a record of abuse or neglect that may not be appropriate. When the risk and severity of issues facing children do not meet the criteria of Section 300 of the Welfare and Institutions Code, it is not appropriate to pursue an investigation and establish a record that could negatively affect the parent(s) in the future.

Alternatively, through Differential Response, Family and Children's Services is building a system for referring matters that do not meet the criteria for being screened in to a community based partner for assessment and less intrusive services. The goal of Differential Response is to strengthen at-risk families and provide early intervention services to address problems and reduce the chance that a protective (Section 300) guided response becomes necessary in the future.

**Recommendation R 11.2:** *DSES should re-evaluate, strengthen, and expand Differential Response (DR), based on the Pilot Implementation Evaluation Report.*

**Response R 11.2:** The recommendation has been implemented. Implementing Differential Response has been a priority of FCS since Child Welfare System Improvement Funds were first made available in FY 2005-06. During FY 2006-07, the State expanded funding for Monterey County's Differential Response initiative based on the Family and Children's Services Division's request for increased Child Welfare System Improvement Funding. Pursuit of ongoing funding for this pilot remains a departmental priority.

**Recommendation R 11.3:** *The Board of Supervisors should provide funding for additional readily accessible substance abuse treatment services.*

**Response R 11.3:** The recommendation has been partially implemented. Through the approval of additional State Funds and Federal grants, funding for substance abuse



services has expanded. However, even with these efforts to expand services there still remain waiting lists for persons with substance abuse problems to receive services. Through Mental Health Services Act (MHSA-Proposition 63) the County continues to seek out ways to expand funding for individuals and their families with co-occurring mental health and substance abuse issues.

It should be noted that Monterey County currently has model substance abuse treatment programs available through its partnerships with Sun Street Center, Door to Hope, Community Human Services, Sunrise House, Interim, and other community based non-profits. Of particular note is the Monterey County Screening Team for Assessment, Referral and Treatment (MCSTART) Program, which was initiated in 2005 through a partnership between Door to Hope, DSES, the Health Department, First Five Monterey County, the Harden Foundation and others. Additionally, there have been recent investments in expanding mental health services for persons with co-occurring substance disorders. These new services include a program with Door to Hope for adolescents, an expanded homeless program, a mentally ill offender program, and transition age youth services.

**Recommendation R 11.4:** *DSES should encourage nearby educational institutions to develop graduate level Social Work programs, especially for bilingual and bicultural students.*

**Response R 11.4:** The recommendation has been implemented. On November 7, 2006, representatives from DSES and the Health Department met with San Jose State University to encourage bringing an existing part-time Masters in Social Work program to Monterey County. On November 20, 2006, there was a meeting with representatives from California State University, Monterey Bay to encourage a longer-term strategy of developing a full-time local Social Work program at CSUMB.

**Recommendation R 11.5:** *Social worker caseloads should conform to the California SB 2030 Study guidelines.*

**Response R 11.5:** The recommendation will not be implemented. While the respondent agrees with the recommendation, State funding for setting caseloads at levels recommended by SB 2030 Study Guidelines is not available. Current State methodology for allocating child welfare funding is based on antiquated caseload indicators and FY 2000-01 operating costs. Absent sufficient State funding, it is not possible to fully fund staffing to meet SB 2030 Study caseload guidelines. As new funds become available DSES remains committed to adding resources to promote workload relief. In FY 2006-07, DSES utilized additional State Child Welfare Services funding to add 10 new Social Worker positions.

It should be noted that the Monterey County Legislative Platform includes advocacy for increased Child Welfare Services funding to implement the SB 2030 recommendations. To that end, in the months of November and December 2006, the Director of DSES served as a member on the Child Welfare Services Budget Methodology Stakeholders Group that was established by AB 1808. Input from Monterey County strongly



supported full funding for the SB 2030 caseload guidelines and actual local costs for operating the Child Welfare Services program.

**Recommendation R 11.6:** DSES should prepare current job descriptions for all FCS positions.

**Response R 11.6:** The recommendation will be implemented. DSES will develop brief job descriptions for social work positions in each Family and Children's Services functional area by fourth quarter 2007.

**Recommendation R 11.7:** *DSES should be allowed to hire on a contingency basis to fill long-term vacancies such as workers' compensation injuries or stipend program participants.*

**Response R 11.7:** The recommendation has been implemented. DSES currently has the ability to hire temporary staff to cover these situations. This process is contingent upon the ability to find qualified personnel that are willing to work on a temporary basis. FCS currently rehires retired staff members who are willing and able to work on a temporary basis. However, the availability of former staff members is limited; as a result, long-term vacancies often cannot be filled on a temporary basis.

**Recommendation R 11.8:** *The Board of Supervisors should take action to re-centralize specific human resources functions to assure consistent actions on personnel matters. Re-centralized activities could include performance evaluations, labor grievances, and job transfers.*

**Response R 11.8:** The recommendation will be implemented. The County Administrative Officer, with the support of GFOA and a department heads subcommittee, developed an HR Roadmap with recommendations to create a central HR function with responsibility to oversee and review selected personnel activities. The County agrees that improvements are needed, and can be implemented without substantially detracting from the independence currently enjoyed by in the current decentralized HR system. For example, DSES and Department of Child Support Services are primarily governed by Merit Systems Services. It is not reasonable to fully recentralize DSES HR services when the system it operates under is different from the rest of the County. The County intends to maintain and enhance support for the decentralized HR system currently in place by more fully supporting the decentralized services through a central HR function.

**Recommendation R 11.9:** *DSES should provide training for FCS managers and supervisors in communication, coaching, mentoring, and other constructive ways to help workers improve their performance.*

**Response R 11.9:** The recommendation has been implemented. Training is currently available for these topic areas in the required Supervisor CORE, Manager's CORE and departmental supervisor training.

**Recommendation R 11.10:** *DSES should provide training for FCS managers and supervisors in conflict resolution and how to constructively intervene in contentious situations before they escalate.*



**Response R 11.10:** The recommendation has been implemented. Training currently exists for supervisors and managers regarding this issue. U.C. Davis provided training for DSES titled "Working with Difficult People", and many supervisors and managers have taken advantage of this and related training opportunities. DSES will continue work to revisit this issue and secure training specific to conflict resolution by December 2007.

**REPORT TITLE:** Monterey County Jail  
**RESPONSE BY:** Monterey County Board of Supervisors  
**RESPONSE TO:** Findings F 15.1 – F 15.8

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**Finding F 15.1:** *Severe overcrowding in the present jail facility requires that large financial outlays be made by the County to insure the safety and security of both inmates and correctional officers.*

**Response F 15.1:** The respondent disagrees partially with the finding. There is agreement that the capacity challenges require a need for significant financial outlays. The respondent notes that the County has limited financial resources to finance capital projects of this magnitude. The County must balance the needs of all County departments within the limits of its available financial resources. The Board of Supervisors continues to work with the County Administrative Office and the Sheriff's Office to secure operational funding for the detention facility to include staffing and planning for future facility needs.

**Finding F 15.2:** *The current budget for the Sheriff's Department is inadequate to meet projected County jail incarceration needs.*

**Response F 15.2:** The respondent disagrees partially with the finding. The County establishes a budget based on an assessment of the needs of all departments, available financing resources, and then prioritizes those needs to meet overall County service goals. Finite financial resources are distributed based on the prioritization of those needs. The Board of Supervisors continues to work with the County Administrative Office and the Sheriff's Office to secure an adequate budget that addresses the increased costs for current and future County Jail operations and best practices staffing patterns.

**Finding F 15.3:** *The current County jail facilities are inadequate to meet current or future incarceration requirements.*

**Response F 15.3:** The respondent agrees with the finding.

**Finding F 15.4:** *The Sheriff's Department has difficulty recruiting and retaining a sufficient number of qualified peace and correctional officers because of low compensation and the high cost of living in Monterey County.*

**Response F 15.4:** The respondent disagrees partially with the finding. Monterey County seeks to compensate based on a fair wage. The County does not seek to be the highest or lowest paying agency. The Deputy Sheriff's parity with the four highest cities in Monterey County has been achieved. Parity, by County policy, is within 5% of the mean of comparable agencies. Deputy Sheriffs have a three-year MOU term and are expected to remain at parity throughout the term of their agreement.



**Finding F 15.5:** *The mission of the Sheriff's Department (community safety and the safety and security of inmates, peace and correctional officers, and staff) is being accomplished through prudent use of resources, overtime, technology (video and audio surveillance), and good management.*

**Response F 15.5:** The respondent disagrees partially with the finding. The prudent use of resources, overtime, technology and good management facilitate the attainment of the mission of the Sheriff's Office. The mission of the Sheriff's Office is constrained by the lack of adequate staffing levels, relief factors and the physical plant of the detention facility.

**Finding F 15.6:** *Communications between the Sheriff's Department and Immigration and Customs Enforcement (ICE) are not rapid enough to facilitate early identification and deportation of criminals to their country of origin to serve their sentences or to ensure timely pick-up of illegal or undocumented inmates for deportation upon release at the completion of their sentences.*

**Response F 15.6:** The respondent disagrees wholly with the finding. The Board recognizes the authority of the Sheriff's Office in addressing this issue.

**Finding F 15.7:** *Funding of incarceration costs associated with the implementation of the Monterey County Joint Gang Task Force and other federal and state law enforcement programs has not been included in the federal and state grants or added to the Sheriff's Department budget by the County.*

**Response F 15.7:** The respondent disagrees partially with the finding. The respondent agrees that funding has not been able to keep up with volume growth by the County, state and federal government; however, the County does fund the jail and funding is contingent on the County's financial resources and competing priorities within the County. The Sheriff's Office does not charge cities booking fees (fees established for the processing and screening of inmates booked into the jail), for those arrests made by the Joint Gang Task Force. The waiving of these fees was a decision the Sheriff's Office and County made as evidence of their commitment to the Joint Gang Task Force.

**Finding F 15.8:** *Enhanced video and audio surveillance, enhanced fingerprint identification and analysis, and iris scan are available and could be used to help the Sheriff's Department meet the safety and security needs created by inadequate jail facilities.*

**Response F 15.8:** The respondent agrees with the finding. Video and audio surveillance has been increased in the detention facility to enhance safety and security. Fingerprint identification and analysis and the iris scan are operational in the facility and confirm the inmate's identity. Technology, along with video and audio surveillance, is a beneficial tool, but is not a substitute for best practices staffing levels and an adequate physical plant.



**REPORT TITLE:** Monterey County Jail  
**RESPONSE BY:** Monterey County Board of Supervisors  
**RESPONSE TO:** Recommendations R 15.1 – R 15.6

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**Recommendation R 15.1:** *The Board of Supervisors in conjunction with the Sheriff's Department should seek funding for additional or new jail facilities to meet the current and projected needs for incarceration.*

**Response R 15.1:** This recommendation has been implemented. The Board of Supervisors approved Jail facility needs assessment began in October 2006. This planning project will provide the foundation for the process that leads to the funding, design, and construction of additional detention beds and/or new County jail facilities. The facility needs assessment is scheduled for completion in April 2007.

Final decisions for financing capital costs and construction timelines are based on recommendations provided through the facility needs assessment, final disposition of the State's FY 2007-08 budget, and available County financial resources.

**Recommendation R 15.2:** *The Board of Supervisors should fund budget requests made by the Sheriff's Department for technology such as enhanced video and audio surveillance, enhanced finger print identification and analysis, and iris scan equipment.*

**Response R 15.2:** The recommendation has been implemented. The Board of Supervisors has consistently approved technology to include enhanced fingerprint identification and analysis equipment, iris scan, video and audio surveillance equipment. The funding of this technology has been a successful collaborative effort.

**Recommendation 15.3:** *The District Attorney's Office should expedite the trial and sentencing of inmates housed at the jail facility in order to reduce overcrowding. The Grand Jury cannot and did not investigate the Superior Court in relation to this matter. However, the Superior Court should also expedite trial and sentencing whenever possible.*

**Response R 15.3:** The recommendation will not be implemented. The Board of Supervisors recognizes the authority, processes, and independent legal responsibilities of the District Attorney and the Superior Court. This recommendation is subject to their findings.

**Recommendation R 15.4:** *The Board of Supervisors in conjunction with the Sheriff's Department should provide additional compensation for peace and correctional officers to bring them into parity with higher paying law enforcement agencies in Monterey County.*

**Response R 15.4:** The recommendation will not be implemented because it is not warranted. Monterey County seeks to compensate based on a fair wage. The County does not seek to be the highest or lowest paying agency. The Deputy Sheriffs parity with the four highest cities in Monterey County has been achieved. Parity, by County policy, is within 5% of the mean of comparable agencies. "Comparable agencies" is mandated



by County policy and is defined as the 8 adjacent counties and 2 cities within Monterey County (City of Salinas and City of Monterey). Either comparison shows that the Deputy Sheriffs are within the parity guidelines. Deputy Sheriffs have a three-year MOU term and are expected to remain at parity throughout the term of their agreement.

**Recommendation R 15.5:** *The Board of Supervisors and the County Administrative Officer, in conjunction with the Sheriff's Department, should provide a local, non-union-negotiated, differential cost-of-living or housing allowance to peace and correctional officers working for the County Sheriff's Department in order to recruit and retain highly qualified officers.*

**Response R 15.5:** The recommendation will not be implemented. The Board of Supervisors respects and recognizes the collective bargaining agreements. Both County Policy and the negotiations process considers cost of living and housing costs through wage parity. It is important to note that compensation and benefits are mandatory subjects of bargaining.

Pursuant to the County's compensation policy, and by direction of the Board of Supervisors, salaries are considered to be at parity when the salary is within 5% of the market average (using the comparable agencies as adopted by the Board).

The County's parity policy is designed to provide a basis to objectively analyze and include relevant market-driven factors to establish salaries. Through bargaining and comparative analysis meaningful market factors, including regional cost of living and housing variances are accounted for and included in the negotiated wages. All of these factors were considered during negotiations of a competitive wage both acceptable to the union and the Board of Supervisors.

**Recommendation R 15.6:** *The Sheriff's Department should proactively seek to enhance communications and interactions with Immigration and Customs Enforcement (ICE) to facilitate early identification and deportation of criminals to their country of origin to serve their sentences or to ensure timely pick-up of illegal or undocumented inmates for deportation upon release at the completion of their sentences.*

**Response R 15.6:** The recommendation has been implemented. The Board of Supervisors recognizes the authority of the Sheriff's Office in addressing this issue and finds this recommendation subject to the Sheriff's findings.

## MONTEREY COUNTY BOARD OF SUPERVISORS

<b>MEETING:</b> March 13, 2007	<b>AGENDA NO:</b>
<b>SUBJECT:</b> a) Consider approval of the response to the Monterey County Civil Grand Jury 2006 Final Report; and b) Authorize the County Administrative Office to file the approved response with the Presiding Judge of the Superior Court, County of Monterey, by April 2, 2007.	
<b>DEPARTMENT:</b> County Administrative Office	

### RECOMMENDATIONS:

It is recommended that the Board of Supervisors:

- a) Consider approval of the response to the Monterey County Civil Grand Jury 2006 Final Report; and
- b) Authorize the County Administrative Office to file the approved response with the Presiding Judge of the Superior Court, County of Monterey, by April 2, 2007.

### SUMMARY/DISCUSSION:

The Monterey County Civil Grand Jury 2006 Final Report was issued on January 2, 2007. By law, the Board of Supervisors and County departments, excepting those with elected department heads, are required to respond to specific findings and recommendations as directed therein. Within 90 days of Report issuance, on or before April 2, 2007, the response must be filed with the Presiding Judge of the Superior Court, County of Monterey.

The County Administrative Office prepared the recommended response to the Monterey County Civil Grand Jury 2006 Final Report on behalf of the Board of Supervisors. The Board of Supervisors' approved response should be deemed and accepted by the Monterey County Civil Grand Jury and the Presiding Judge of the Superior Court, County of Monterey, as the response of the Board of Supervisors, County Administrative Officer, and appointed County department heads.

By law, elected County department heads, in this case the Auditor-Controller, District Attorney, Sheriff, and Treasurer-Tax Collector, are required to file responses to the Grand Jury Report independently by March 5, 2007. The Board will receive informational copies of the elected County department responses by way of a separate item appearing on the Board's March 13, 2007, Consent Agenda.

The recommended response is intended to reflect staffs' understanding of Board policy. Should the Board wish to modify the recommended response, the Board should direct the County Administrative Office to do so and return with those changes at its March 29, 2007 meeting.

### OTHER AGENCY INVOLVEMENT:

The County Administrative Office prepared the recommended response to the Monterey County Civil Grand Jury 2006 Final Report with the assistance, input and appropriate review by the following County departments: Auditor-Controller; County Counsel; Department of Social and Employment Services; Health Department; and Information Technology Department.


Members of the 2006 and 2007 Monterey County Civil Grand Juries and the 2006 and 2007 Presiding Judges were invited to attend the Boards' hearing of this matter.



**FINANCING:**


Approval of the recommended response will have no direct financial impact on the General Fund.

Approved by:

  
Lew C. Bauman  
County Administrative Officer

Date: March 5, 2007

Prepared by:

  
Annette D'Adamo  
CAO-Management Analyst II

Attachment:

- Board of Supervisors' Response - Monterey County Civil Grand Jury 2006 Final Report

**Before the Board of Supervisors in and for the  
County of Monterey, State of California**

- a) Approve the response to the Monterey County Civil Grand Jury 2006 Final Report; and )
- b) Authorize the County Administrative Office to file the approved response with the Presiding Judge of the Superior Court, County of Monterey, by April 2, 2007. )

Upon motion of Supervisor Calcagno seconded by Supervisor Salinas, and carried by those members present, the Board of Supervisors hereby:

- a) Approves the response to the Monterey County Civil Grand Jury 2006 Final Report; and
- b) Authorizes the County Administrative Office to file the approved response with the Presiding Judge of the Superior Court, County of Monterey, by April 2, 2007.

PASSED AND ADOPTED on this 13th day of March 2007, by the following vote, to-wit:

AYES: Supervisors Calcagno, Potter, and Salinas

NOES: None

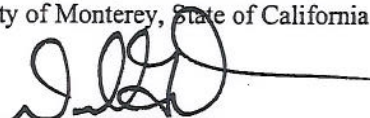
ABSENT: Supervisor Armenta, and Smith

I, Lew C. Bauman, Clerk of the Board of Supervisors of the County of Monterey, State of California, hereby certify that the foregoing is a true copy of an original order of said Board of Supervisors duly made and entered in the minutes thereof of Minute Book 73 for the meeting on March 13, 2007.

Dated: March 13, 2007

Lew C. Bauman, Clerk of the Board of Supervisors,  
County of Monterey, State of California

By



Darlene Drain, Deputy